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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2019/2020

**BKP2014 – MANAGING KNOWLEDGE PERSONNEL**  
(All Sections/Groups)

16 OCTOBER 2019  
2:30 p.m - 4:30 p.m  
(2 Hours)

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### INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**SECTION A: CASE STUDY (25 MARKS)****Recruiting Staff into a Management Consultancy Firm in Argentina**

Following many years of military government and the restoration of multi-party government in the mid-1980s, a new market for political and socioeconomic surveys emerged in Argentina as organizations sought to obtain updated market information. Anticipating the emergence of this new trend, two well-known sociologists opened a consulting firm with three other young professionals. Within 10 years business had increased considerably and the permanent staff had risen to over 30. Once the firm had a well-established reputation in the market, the partners decided to widen the scope of their business to other areas such as macroeconomics and marketing. By 1996, the company was employing 60 permanent employees and another 50 as external surveyors.

The firm recruits its staff by advertising in Argentina universities. Rising unemployment in recent years has increased the number of applications, and dozens of applications were arriving every day, resulting in a mountain of applications to be sifted through. The first step was to reduce this mass of applications to 30. Applications were sifted informally on the basis of good performance at university, computer and statistical skills and professional interests.

The next step was an unstructured interview conducted by one of the partners and a senior manager in an attempt to select 15 candidates who would take part in a two-day course to be held by the company. This course consisted of a presentation of the organization's activities by different managers, some training sessions on the skills needed to carry out surveys through different stages, and a final session to integrate concepts and give feedback to the participants. Candidates were individually evaluated by each of the professionals giving the courses. After pooling their evaluations, they selected the final candidates.

Around seven or eight new staff were appointed in this way every year. However, the firm found that many newly appointed staff left as little as three months after joining. The reasons were unclear, but it appears that they had a false perception of the nature of the work. They had been led to expect that they would perform a specific, challenging job, but in practice in the first few months after appointment they were used mainly to pick up excess work of more experienced staff.

Source: Eldridge, Derek and McCourt, Willy (2003) *Global human resource management: managing people in developing and transitional countries*, UK: Edward Elgar

Continued...

**QUESTION 1**

- a. From the case study, imagine you are a human resource specialist in the firm, and you are concerned about its high rate of staff turnover.

- (i) Identify **THREE (3)** major problems in their recruitment and selection system and recommend **FIVE (5)** solutions.

(16 marks)

- (ii) Provide **THREE (3)** examples of job specification and **THREE (3)** examples of job description as a Management Consultant at Management Consultancy Firm in Argentina.

(9 marks)

(Total: 25 marks)

**SECTION B: STRUCTURED QUESTIONS (75 MARKS)****QUESTION 2**

- a. Strategic management process involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and making sure that the strategies are rolled out across the organization. Identify **THREE (3)** types of strategies involved in strategic management process.

(9 marks)

- b. There are four levels of integration exist between the Human Resource Management (HRM) functions and strategic management function. Identify the **FOUR (4)** levels of integration and determine the role of HRM in each level.

(16 marks)

(Total: 25 marks)

**Continued...**

**QUESTION 3**

- a. Edward W. Deming argued that it is unfair to rate individual performance because "apparent differences between people arise almost entirely from the system that they work in, not the people themselves." Explain **FOUR (4)** criticisms of merit pay program that might influence organization to choose this recognition program.

(8 marks)

- b. Under profit sharing program, payments are based on a measure of organization performance (profits), and payments do not become a part of base pay.

- (i) Discuss **TWO (2)** advantages and **TWO (2)** disadvantages of profit sharing program.

(8 marks)

- (ii) What are **TWO (2)** differences between profit sharing program and gainsharing program?

(4 marks)

- (iii) Provide **FIVE (5)** conditions for effective gainsharing program.

(5 marks)

(Total: 25 marks)

**QUESTION 4**

- a. Define an expatriate. Discover **THREE (3)** types of expatriates.

(10 marks)

- b. As a HR manager, you have been asked to manage a group of expatriates that came from Argentina. Discuss how you are going to implement the following HR practices that support effective expatriation.

- (i) Selection system  
(ii) Training  
(iii) Reward system

(15 marks)

(Total: 25 marks)

**End of Paper.**